Competency-based Management for the DoD-wide Contracting Community
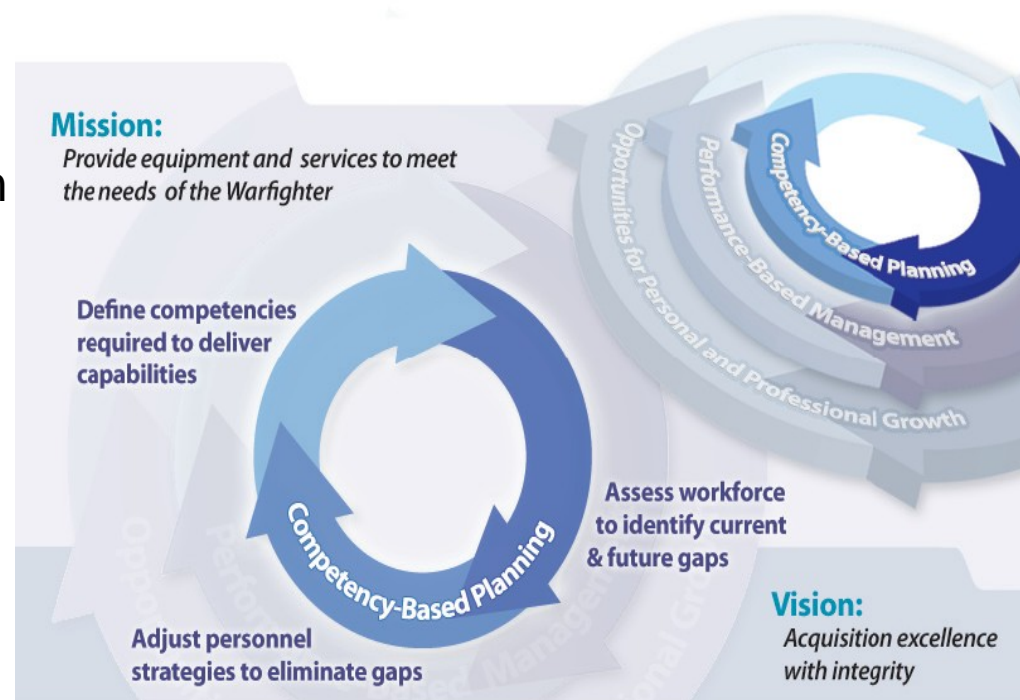
Overview Brief

March 2008

Competency-based Management for the DoD-wide Contracting Community

Agenda

➢ Introduction

➢ Contracting Competency Model
- Background
- Methodology
- Content

➢ Contracting Competency Assessment
- Purpose
- Methodology
- Preparation and Training
- Deployment Schedule
- Results/Reporting
- What's Next

Competency-based Management for the DoD-wide Contracting Community

➢ Perception of Status Quo - Gaps exist in the overall capability of the contracting workforce due to

- Downsizing in the acquisition workforce in the late 90's
- Requirements for new skills

➢ Goal - Determine, with specificity:

- The competencies required to deliver mission critical capabilities.
- Where shortfalls in capability exist.

Mission: Provide equipment and services to meet the needs of the Warfighter

Define competencies required to deliver capabilities

Competency-Based Management

Performance-Based Management

Opportunities for personal and Professional Growth

Competency-Based Planning

Assess workforce to identify current & future gaps

Adjust personnel strategies to eliminate gaps

Vision: Acquisition excellence with integrity

Competency-based Management for the DoD-wide Contracting Community

➢ The Director, DPAP is working hand-in-hand with DoD's Senior Procurement Executives (SPEs) to develop and execute a human capital plan for the DoD-wide Contracting Community.

➢ The human capital plan will put in place a continuous competency-based management process to:

- Define the competencies required for the Contracting Community to deliver mission critical capabilities

- Assess competencies resident in the Contracting Community and identify gaps for current and future requirements.

- Align/adjust personnel strategies to address competency gaps and provide opportunities for training and development.

Contracting Competency Model
Background

➢ DPAP, DAU and the Center for Naval Analysis (CNA) developed a ***Contracting Competency Model*** that

- ▪ Defines behaviors and underlying knowledge, skills, and abilities (KSAs) that define superior job performance for the contracting workforce;

- ▪ Provides insight into the full spectrum of contracting job requirements and career opportunities;

- ▪ Serves as the cornerstone of a human capital strategy to identify and fill capability gaps.

Contracting Competency Model
Methodology

Model Development

- ➤ Assembled Expert Panel from Contracting Component Representatives
    - Developed framework of competencies needed to by a top performing contracting professional
    - Identified Subject Matter Experts (SMEs) to complete data collection

- ➤ Conducted facilitated and online focus groups/data collection with SMEs
    - Part 1: Preliminary Validation Survey
    - Part 2: Key Situation Interviews
    - Part 3: Review Work Functions/Elements, as well as Task, Tools, and Knowledge items

- ➤ Resulting Contracting Competency Model consists of:
    - 11 Units of Competence
        - 28 Technical Competencies
        - 10 Professional Competencies
        - 52 Final Elements with Supporting Knowledges

Contracting Competency Model
Content

➢ 10 Technical Units of Competence

- Pre-Award and Award
- Develop and/or Negotiate Positions
- Advanced Cost and/or Price Analysis
- Contract Administration
- Small Business/Socio-Economic Programs
- Contract Termination

- Negotiate Forward Pricing Rates Agreements & Administer Cost Accounting Standards
- Procurement Policy
- Contracting in a Contingent and/or Combat Environment
- Other (includes Construction/ Architect & Engineering)

➢ 1 Professional Unit of Competence (includes 10 Professional Competencies)

- Problem Solving
- Customer Service
- Oral Communication
- Written Communication
- Interpersonal Skills

- Decisiveness
- Technical Credibility
- Flexibility
- Resilience
- Accountability

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Contracting Competency Assessment
Purpose

➢ Between now and July 2008, we will use the Contracting Competency Model to complete a Contracting Competency Assessment of all military and civilian members of the DoD-wide Contracting Workforce and their supervisors.

➢ The purpose of this assessment is to

▪ Complete an inventory of competencies which exist in the DoD-wide Contracting Workforce

▪ Identify current and projected competency gaps

▪ Support workforce development in ways to best fit the strengths and weaknesses of the workforce and the needs of the contracting mission.

➢ Data from the assessment process may also be used on an individual basis for personal and professional growth by guiding individual development (as agreed to by component/organization involved).

Contracting Competency Assessment
Methodology

➤ Employee and supervisor/equivalent will assess frequency, proficiency and criticality for each of the technical and professional competencies:

- Frequency: Please rate how often you do this activity in your job.
  - ***Ratings should apply to your current position.***
  - Ratings: 1 - Almost Never, 2 – Rarely, 3 - Occasionally, 4 – Frequently, 5 - Very Frequently, NA - Not Applicable/Not needed in My Job

- Criticality: Please rate how critical the competency element behaviors are to your job.
  - ***Ratings should apply to your current position.***
  - Ratings: 1 – Not Critical, 2 – Somewhat Critical, 3 – Fairly Critical, 4 – Very Critical, 5 – Extremely Critical, NA – Not Applicable / Not needed in My Job

- Proficiency- Please rate how proficient you are at the competency element behaviors.
  - ***Proficiency applies to/considers your entire career***
  - Behavioral statements are provided for each proficiency level (0 - No exposure to, or awareness of, this element, 1 – Awareness, 2 - Basic, 3 – Intermediate, 4 – Advanced, 5 – expert.
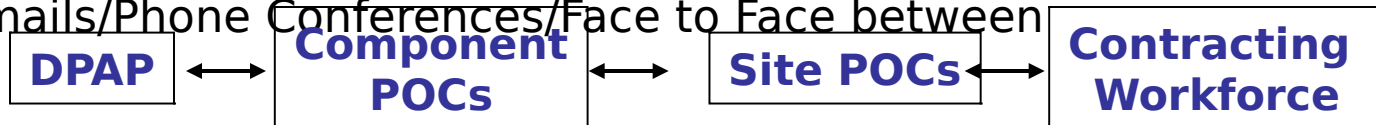
Contracting Competency Assessment
Methodology

➢ Results of the employee and supervisor/equivalent assessments will be combined to derive a proficiency score for each technical and professional competency/element

  ▪ The proficiency score will be used to determine **inventory of competencies** for the DoD-wide Contracting Workforce

➢ Proficiency scores will be compared to one of six proficiency standards at the entry, journey, or senior level to determine **competency gaps** across the DoD-wide Contracting Workforce:

  1. Major Systems
  2. Logistics and Sustainment
  3. Base Operations
  4. Defense Agencies and Research Labs
  5. Construction/Architecture and Engineering
  6. Contracting in a Contingency and/or Combat Environment

➢ Frequency and criticality data will be used to analyze/prioritize competency gaps such that **workforce development** efforts may focus on needs of the contracting mission.

Contracting Competency Assessment
Preparation/Training

➢ Collect workforce data **(Component)**

Unique ID	Name	Employee Email	Supervisor Email (Supv or Equivalent)	Profile Name/ Mission Area	Organization/ Command	Breakout of Org/ Command	Occupation Series/Mil Mil Equiv	Certification Level the Employee has in Contracting	Certification Level Reqt For Current Position	Retirement Plan (CSRS or FERS)	Year When Retirement Eligible

➢ Coordinate with Human Resources/Labor Relations Professionals **(Component)**

➢ Populate assessment tool **(CNA)**

➢ Create workforce awareness **(Component with Assistance from DPAP)**

- Contracting Competency link on DPAP website
  - Overview Brief
  - Frequently Asked Questions
  - Fact Sheet
  - Deployment Schedule

- Letters from Senior Leadership
- Lessons Learned from Phase I/II
- Training Manuals

- Emails/Phone Conferences/Face to Face between

DPAP ↔ **Component POCs** ↔ **Site POCs** ↔ **Contracting Workforce**

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Contracting Competency Assessment
Deployment Schedule

➢ Phase I (DLA, Air Force): Jun – Sep 2007 COMPLETE

➢ Phase II: November – December 2007 COMPLETE
  - Army COE
  - Army CECOM LCMC
  - Army/Marine Corps Military Contingency Workforce

➢ Phase III/IV: Jan – May 2008
  - Remaining DoD-wide Contracting Workforce

Contracting Competency Assessment
Results/Reporting

- Levels of Reporting
  - DoD-wide
  - Component
  - Command/Organization
  - Career Level (Entry, Journey, Senior)
  - Mission Area (Base Operations, Major Systems, Logistics and Sustainment, Defense Agencies and Research Labs, Construction/Architecture and Engineering, Contracting in a Contingency and/or Combat Environment)
  - Individual (Upon Component request only)

- Areas of Analysis
  - Gap Analysis
  - Workforce Projections
  - Future Requirements
  - Demographic Assessment

Competency-Based Management
What's Next?

➢ Use assessment results to adjust human capital strategies as required:
- Education, training and development
- Targeted recruitment and retention

➢ Refine Contracting Competency Model as required
- Incorporate lessons-learned from assessment process
- Combine assessment results and input from subject matter experts (SMEs) to add additional and/or specialty areas as required

➢ Integrate competency-based management efforts for the DoD-wide Contracting Community into the AT&L human capital strategic plan
- Establish a continuous process to define and maintain the competencies required to deliver mission critical capabilities